

## Age management in Slovenian enterprises: the viewpoint of older employees\*

Jana Žnidaršič<sup>1</sup>

### Abstract

*The main aim of this research is to highlight age management within Slovenian enterprises from the viewpoint of older employees by finding out what influences older employees to decide "should I stay or should I go". The empirical research methodology is based on mixed strategy of approaching organizations (employees), which means that the quantitative (factor analysis, cluster analysis, correlation, regression, descriptive statistics and frequency distributions) and qualitative parts (in-depth interviews analysis) of research were conducted simultaneously. The results of the research indicate that there are in fact two groups of older employees, which can be referred to as "susceptible" and "insusceptible" in terms of how the employer can affect their decisions. "The unsusceptible" have already decided to retire as soon as possible and they cannot be influenced by any employer measure. On the other hand, "the susceptible" employees are sensitive to employers' measures aimed at prolonging their working lives. Besides, a regression analysis confirmed a statistically significant correlation between the inclination towards extending one's employment period and the susceptibility to the employer measures. It can thus be concluded that, through age management measures, an employer has an impact on an extended employment period of older employees. However, employers should be interested primarily in those employees who are inclined towards extending their working lives.*

**Key words:** ageing workforce, retaining older workers, active ageing approach, HRM, age management, Slovenia

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<sup>1</sup> Assistant Professor, University of Ljubljana, Faculty of Economics, Department of management and organization, Kardeljeva Ploščad 17, 1000 Ljubljana, Slovenia. Scientific affiliation: management, human resources management, age management. Phone: +386 1 5892 795, + 386 1 5892 400, Fax: +386 1 5892 698, Mobile phone: ++386 41 284 737. E-mail: [jana.znidarsic@ef.uni-lj.si](mailto:jana.znidarsic@ef.uni-lj.si). Personal website : <http://www.ef.uni-lj.si/pedagogi/pedagog.asp?id=356>

## 1. Introduction

The complexity of consequences of population ageing is posing a threat to the EU macro-economic performance, as well as to the competitiveness of every single enterprise. In this context, increases in participation and employment rates for older workers are essential to help sustain economic growth, reinforce social cohesion and the adequacy of pensions, and manage the rising financial burden on social protection systems.

At this point we cannot avoid the fact that the forthcoming demographic changes will have enormous long-term effects on current public *pension system in Slovenia*. In the last years the country's pension system, which until 2000 was based solely on a single-pillar pay-as-you-go system, has already gone through some reforms that have taken Slovenia closer to a supplementary pension insurance system for the entire working population. Using the World Bank model, it has adopted a *three-pillar pension system*. For the compulsory pension and disability insurance (the *first pillar*), employees together with employers pay funds into the pension coffers of the Pension and Disability Insurance Institute (ZPIZ). The type of income: pension from compulsory insurance (for life). The *second pillar* consists of compulsory and voluntary supplementary pension insurance. Compulsory supplementary pension insurance is a replacement for the qualified service benefits. This insurance is paid by employers to employees who perform services which are restricted to a certain age, or services which are hazardous to health. It is provided under the Compulsory Supplementary Pension Insurance Fund. Voluntary supplementary pension insurance is designed for people who are already included in the first pillar or are the beneficiary of rights arising from the first pillar. Special income tax relief is applicable for the paid premiums. The type of income is supplementary pension (for life). The *third pillar* comprises various other types of annuity savings or insurances. It is provided by banks, insurance companies, mutual funds, etc. The type of income includes: annuities or lump sum payment. What is in common is that they enhance social security. However, the third pillar does not provide income tax incentive as no special income tax relief is applicable (Kapitalska družba, 2010). The compulsory pillar should just provide for basic social security, while with the help of supplementary pension insurance savings all workers should make monthly payments into their personal accounts to provide a good standard of living for themselves in old age.

However, we can expect that the combination of low fertility, decreasing mortality and the baby-boom generation entering retirement will further dramatically increase the share of elderly people in Slovenia in future decades. Without further changes in the pension system this will bring about strong pressure on the public pension system and the projected rise in pension expenditure will have to be mitigated at some point in the future (Sambt and Čok, 2008). Thus, the fact that people in Slovenia will need to work more and longer in future seems to be inevitable.

Besides widespread government concerns about employment rates and the financing of pensions, there exist some other very important reasons – why tackle age barriers, including (Walker, 1998): (1) the age structure of the workforce is changing rapidly in all countries. That fact implies a radical change in human resource strategies and a new approach to managing age at the workplace; (2) at plant level employers are reassessing the consequences of early exit. It is being seen by some as a waste of experience and human resources and of the investment they have made in the workforce; (3) there is growing awareness among employers and trade unions that, by artificially limiting the field of candidates, age barriers prevent an organization from maximizing its recruitment potential; (4) some enterprises are recognizing that the organization with a diverse age base – a mixture of youth and maturity – is likely to be able to respond best to rapidly changing circumstances. In the service sector in particular, employers are seeing the benefits of adjusting the age range of their employees to better reflect the age composition of their customers.

It is getting clear, that the implications of population ageing are not only present on the macroeconomic level (pensions, later retirement, health problems, etc.) but are more and more approached by the companies in public and private sector due to the ageing workforce, and due to the need to adapt to older clients. In short, keeping workers longer in the workforce is an increasingly popular labor market policy in European (developed) countries to combat demographic trends such as the ageing of its workforce. Consequently, the age management policies are very well developed in older EU member states and there is a lot of relevant literature that theoretically support the age management field of research in general (ex. Auer and Fortuny, 2000; Brooke and Taylor, 2005; Carone et al., 2006; Collins, 2003; DeLong, 2004; Guillemar et al., 1998; Leibold and Voelpel, 2006; Hirsch, 2003; Ilmarinen, 2006; Jolivet and Lee, 2004; Kok, 2004; Lesser et al., 2005; Malatest and Associates Ltd., 2003; McNair and Flynn, 2005; Metcalf and Meadows, 2006; Ney, 2004; Reday-Mulvey, 2005; Rix, 2005; Rocco et al., 2003; Robson, 2001).

Numerous scientific papers, publications and books cover age management topics, from *combating age barriers on the company level* (ex. Patrickson and Ranzijn, 2005; Pitt-Catsoupes and Smyer, 2006; Ranzijn et al., 2004; Walker, 1998; Walker and Taylor, 1998) to *implementing sophisticated HRM policies aimed at prolonging working lives of employees* (ex. Bruch et al., 2006; Dychtwald et al., 2006; Fyock, 2005; Goldberg, 2005; Loretto et al., 2005; Marshall, 1999; McIntosh, 2001; Morton et al., 2005; Naegele and Walker, 2006; Rappaport and Stevenson, 2004; Stein et al., 2000; Taylor et al., 2005; Taylor, 2006; Taylor and Walker, 1998; Teh Eng, 1999; Tempest et al., 2002; Van Dalen et al., 2006; Walker, 2005).

In Slovenia, the response of policymakers, who have highlighted the need for initiatives to foster active ageing, is somehow lagging behind the EU old member states (EU15). It goes the same for Slovenian employers, who are still sometimes reluctant to employ older workers (Mandl et al., 2006). Moreover, the recent

research has found out that age management within enterprises is still in its “kindergarten” years (Žnidaršič, 2008). Nonetheless, the findings of the same research do indicate that the situation is beginning to change. In particular, there appears to be a greater level of understanding of the issue at company level, especially among the larger companies. Some of them are thus introducing new approaches, policies and instruments which are synthetically called age management to accommodate to the situation of the ageing workforce with the aim to provide an environment in which each individual is able to achieve his or her potential without being disadvantaged by their age.

However, in striving to prolong working life in Slovenia, we should not neglect older employees, since they have “the last word” in decision process concerning “to work or not to work” (it means to make a decision about prolonging the working life versus getting retired). Thus, besides the age management from the employers’ perspective, there have been done several researches into older employees, covering the topics such as *the work performance of older employees* (Admasachew et al., 2005; Avolio et al., 1990; Brooke, 2003; Herd, 2006; Salthouse and Maurer, 1996; Skirbekk, 2006; Spirduso, 1995; Voelpel and Van der Vegt, 2006; Warnes and John, 2005; Warr, 1994; 2001; Wrenn and Maurer, 2004; Yeatts et al., 2000), *the process of retirement* and *work-life balance of older workers* (ex. Lim, 2003; Kim and Feldman, 2000; Patrickson, 2002; Sheaks et al., 2006; Smith, 2004; Spillman and Pezzin, 2000; Sterns and Gray, 1999; Vickerstaff et al., 2004), *factors affecting the labour market participation of older workers* (ex. Feldman and Kim, 2005; Higgs et al., 2003; Humphrey et al., 2003).

In many countries, the procedures of retirement during the past thirty years made it look as if early retirement was an untouchable attainment. Especially in Slovenia, the culture of early retirement seems to have very deep roots posing visible reluctance towards different options that assume longer working life. Consequently, the main *aim* of this paper is to highlight the viewpoint of older employees when they weigh pluses and minuses that are connected with the decisions concerning “should I stay or should I go”, which managers should know very well, when striving to retain older employees. Getting to know the viewpoint of older employees when it is about staying active or leaving to retirement, is of significant importance for employers (and also for policymakers) when implementing active ageing policies with the aim to prolong working lives and consequently with the aim to increase the participation and employment rates for older workers.

Following the aim of the article – as a part of broader research that was basically focused on analyzing the development of age management initiatives between Slovenian employers – we have simultaneously conducted the research that covered older employees.

In the context with the *objective* of the article, we only briefly describe the development of active ageing initiatives within Slovenian companies where the practice of age management is still in its early stage, and we focus much more attention on the reasons for retirement and the “motivators” for extending one’s employment period that older employees find them relevant when they are about to decide upon getting retired or staying at work. The *objective* of this paper focuses on implementing the right measures by HRM, which seem to be of extreme importance when positively targeting older employees and persuading them to prolong their working lives. On the other hand, those measures and policies should not be only beneficial from the viewpoint of older employees, but have to work to the credit of the company (economics) as well.

The *structure* of this paper is divided into four sections. After the introduction to the paper, section two outlines the description of the methodology and the research design of whole research. By briefly presenting some basic findings about age management in Slovenian enterprises (from employer perspective), we introduce the reader to the centre of research problem concerning age management from the viewpoint of older employees, which is beautifully highlighted in section three. Actually, the paper is fully concentrated on determining the reasons for being inclined towards (early) retirement or extending the period of employment. It also brings to the surface the employer measures that encourage the postponement of retirement and that seems to be reasonable from the older workers perspective. Then, the paper discusses the susceptibility of older employees to the employer measures, and concludes with some recommendations for the future development of active ageing practice.

The *main message* that this paper brings to Slovenian employers is, as follows: When implementing age management measures, which should enable the suitable workplace conditions for older workers to perform well, the emphasize should be on HRM approaches, policies and instruments that would sustain or even improve the workability of older employees, while simultaneously maintaining endurable costs of age management programme implementation. From the viewpoint of either, older employees or employers, prolonging working life should be attractive. While employees should be intrinsically motivated to stay active, employers should see age management as economically reasonable.

Attaining the main aim of the research, two *hypotheses* are verified: (H1) “Extending the period of employment and increased (longer) inclusion of older people in the labour market is an important precondition for ensuring an individual’s welfare during retirement” and (H2) “The modern branch of management, i.e. age management, which is realized through the implementation of the strategy of an active ageing organizational model, has a positive impact on increased employment of the elderly”.

## 2. The research methodology and some basic findings about age management in Slovenian enterprises from employer perspective

Slovenia shares demographic trends common to almost all European countries that encounter low and declining birth rates, a rise in life expectancy and low migration inflows of younger people. Consequently, Slovenia faces a trend of ageing population and ageing workforce, too. The question of how to deal with this ageing and shrinking workforce is of paramount concern, not only for Slovenian government but also for individual employers. With the aim to analyze how Slovenian enterprises are responding on recent trends and to see how employees perceive the idea about longer working life, we conducted a pioneer research concerning age management on company level.

The empirical research *methodology* was carefully considered and finally we have used a *mixed strategy* of approaching organizations, which means that the quantitative and qualitative parts of research were conducted simultaneously. With the aid of data provided by a large-scale survey conducted among 870 companies with more than 100 employees<sup>2</sup> and three case studies<sup>3</sup> in Slovenian enterprises, we were able to answer on four research questions: (1) what do employers see as the main drivers for working on retention of their ageing workers; (2) which measures are employers taking to recruit or retain older workers; (3) what are the main aims of implementing HRM measures targeting older employees, and (4) what are the reasons for not being inclined to employ or retain older workers. Simultaneously, we also got an insight into older workers point of view concerning active ageing.

The two research stems, quantitative and qualitative, provided us with compatible results. The main purpose of using the quantitative research design was to get the big picture/general idea in the context of age management development in the Slovenian enterprises. The quantitative research results helped us to answer four research questions on how active ageing strategies were implemented in day-to-day practice in Slovenian companies. However, the qualitative part of our research provided us with some crucial information concerning the developmental process of age management on a company level. Whereas the quantitative research provided us

<sup>2</sup> The reason for choosing only those companies with more than 100 employees was a previously conducted "informal" research based on telephone interviews with HRM, which clearly showed that small(er) companies did not feel familiar with age management. The same results were obtained within the research done by the Management and Organization Institute and Pristop, upon the request of Kapitalska družba - Pension Fund Management (2008), since the results confirmed the positive correlation between the size of the company and the intensity of age management measures implementation. However, the total response rate was 28 percent, which is higher than the response generally found in corporate surveys in Slovenia whereas it is similar to response rates in Europe and the United States, where they have been found to be at most 20 to 30 percent.

<sup>3</sup> The three companies involved in our research were: Revoz (Vehicle manufacturing and marketing company), Telekom Slovenije (Telecommunications) and Trimo (pre-fabricated steel buildings, steel constructions).



with the scope of the problem, the qualitative part of research gave us an insight into the depth of the research problem.

Namely, the quantitative research had proved insufficient due to the fact that some answers had not been obtained. That was also an additional reason for the *qualitative research study*, which was mainly based on *in-depth interviews* with HRM.

The companies involved in our case study were chosen following informal telephone conversations with the heads of HRM in Slovenian enterprises. The informal telephone contacts clarified the fact that there were a very small number of companies that had been consciously and proactively implementing active ageing measures. In our case study, we were deliberately looking for companies, which had already successfully implemented age management measures, and consequently we believed they could provide us with some good practices in this field. In the qualitative research, we needed companies that were already experienced and thus capable of providing us with appropriate answers that remained unanswered after quantitative research. Within qualitative research, the employees in our case-study companies helped us to conduct the research – including older workers point of view. Moreover, since both research stems were conducted more or less simultaneously, the data provided by three companies involved in our case study were of essential importance in our quantitative research design; the development of the appropriate questionnaires was included too.

The crosswise valuing of the results from both research stems enabled us to find some common points because the synthesis of the results showed that they were correlated (Table 1).

Table 1: Cross-evaluation and the synthesis of results within empirical research

Research	HRM in Slovenian organizations		
	<i>Problems</i>	<i>Age management (AM)</i>	<i>Results</i>
Quantitative research	<ul style="list-style-type: none"> <li>Companies do face problems: Factor analysis revealed three factors within AM drivers</li> </ul>	<ul style="list-style-type: none"> <li>AM initiatives depend on problem situations; all three factors (at least F3*) influence the number of implemented AM measures</li> <li>Organizations respond to AM drivers more by intuition and reactive way (not planned measures and initiatives)</li> </ul>	<ul style="list-style-type: none"> <li>AM initiatives have great influence on perceived results.</li> <li>The least intense are correlations between AM initiatives and “prolonging working life”, as an important result of AM activity.</li> </ul>
Qualitative research	<ul style="list-style-type: none"> <li>Companies do face problems: they react on different, specific problems that are represented by AM drivers.</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives reflect the problem situations; “labour shortage” is not necessarily exposed as problem.</li> <li>Contingency AM model.</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives do reflect the specific AM drivers (problems) and are directed towards the specific goals.</li> </ul>

\*Note: Factor 3 (F3) reeffers to the revealed problems concerning labour force shortages.

Source: Žnidaršič, 2008

The qualitative research has confirmed the results of the quantitative research stem in the context of the perception of age management drivers. Similarly with factor analysis, which has put forward three factors, the qualitative interviews showed that there were different age management drivers that attracted our attention within individual companies.

When looking at the development stage of age management in the Slovenian companies, the results from quantitative research stem showed that many organizations did develop some active ageing measures, but they were more reactive and blind activities based on current problems not on well organized actions. The organizations from our case study research on the other hand showed a more systematic approach to the implementation of the active ageing strategy, which had already been expected during the process of selecting companies for our case study. Our case study research significantly improved the understanding of the complexity of implementing age management practices and of the mutual relation of the specific elements that constitute age management model. The in-depth interviews contributed to the development of the so-called grounded theory of active ageing modelling on company level. The synthesis of case study results provided us with the findings that could be generalized to *contingency theory of age management model formation* on organizational level.

The research that was focused on age management from employer perspective clarified the fact that there were a very small number of companies that had been consciously and proactively implementing active ageing measures. Moreover, the evidence of these research results can also be obtained from some other research (for ex. Management and Organization Institute and Pristop, 2008; Mandl et al., 2006; Ograjenšek et al., 2008).

The main reasons for the insufficient implementation of age management are as follows: (1) in many fields, the labour supply is larger than labour demand; (2) HRM and top managers' low awareness about possible consequences of the ageing of population and their workforce; (3) even though certain organizations do implement some age management measures, these measures are not specially focused on older workers, and (4) the fact that employers still prioritize "young blood". Similar findings were obtained by Ograjenšek et al. (2008).

However – with the aim to suggest employers how to manage an ageing workforce, it was important to check how would older employees see (potential) employer's efforts concerning the retention of older workers.



### **3. Age management from the viewpoint of older employees**

As already said, a special section in the broad study (which analyzed age management from both, employer and employee perspective) focused on employees 50 or older at Trimo and Revoz<sup>4</sup>. We did not include older employees at Telekom Slovenije because, given the irrelevance of the goal (i.e., keeping older employees in an organization), the study might have created confusion among the employees and a lack of understanding the connections between the age management measures that the organization is effectively implementing and the failure to follow the goal of keeping older employees.

In order to obtain as relevant and reliable results as possible, it made sense to combine the older employees in both organizations studied, because a larger sample provides a more authentic picture of the issues discussed. In the end, we received 109 completed questionnaires from all the employees. In studying their opinions and views on these issues, the following research questions were posed:

1. Do employees find it important (or prudent) to be able to choose the manner and time of their retirement?
2. What age seems the most appropriate to them for retirement?
3. Can early retirement provide the employees with welfare and a quality life in retirement (i.e., the type of lifestyle they wish to enjoy while they are receiving a pension and all the way to old age)?
4. What motivates employees to retire? What are their reasons for considering (early) retirement?
5. What motivates employees to extend their periods of employment? In this, we were interested in what kind of significance the employees ascribe to individual reasons that encourage or enable them to work, or what factors make them decide to even extend their working lives.
6. What measures does the employer take to encourage and enable older employees to extend their economically active period of life and what significance do the employees ascribe to these measures? (We were interested in what conditions made the employees more willing to extend their working lives.)

As a starting point for carrying out this study among older employees, they were given questionnaires composed in the form of open questions, multiple-choice questions, and tables in which the employees were asked to mark the fields according to their evaluation of the importance of the options offered or according to the level

<sup>4</sup> Trimo, Revoz and Telekom Slovenije are companies that were involved in qualitative research within case study method.

of their agreement with individual statements. Besides my (the author's) own insight into research problem, the questionnaires were composed partially on the basis of some previous research or on theoretical findings (ex. Hansson, 1997; Higuchi, 2002; Ilmarinen, 2006; Leibold and Voelpel, 2006; Naegele and Walker, 2006; Näsman, 2003; Nunn et al., 2006; Remery et al., 2003; Taylor, 2006; Van Dalen, 2006; Vickerstaff et al., 2004; Walker, 1998).

The first table (Table 2) proved to be very interesting; it shows the following opinions of the employees:

Table 2: Statements connected with the working lives of older employees

<i>Statements connected with the working lives of older employees</i>		<i>The level of agreement with statements (average values)</i>
1	In the majority of jobs (professions), there is an age limit above which an employee is too old to perform his or her work well.	3.75
2	Under appropriate payment and working conditions (e.g., shorter working hours, reduced workloads, working hours adjusted to the individual, etc.), I would personally be willing to extend the period of my employment beyond the age retirement is allowed.	2.51
3	I believe that at the age of 60 I will be able to do the same job I am doing now.	2.48
4	Every employee should be able to freely choose the manner (currently: on a specified date, or gradually) and time of his or her retirement.	3.89
5	The age management measures taken by employers or management (in general) have a significant impact on keeping older people economically active and their decision to postpone their retirement.	3.49
6	The organization where I am employed still has much unexploited potential with regard to age management measures.	3.28

Source: author's research; Žnidaršič, 2008

The employees strongly agree with the statement that every employee should be able to freely chose the manner (currently: on a specified date, or gradually) and time of his or her retirement (the average value was 3.89, calculated on the basis of the five-point Likert scale). Their level of agreement was also relatively high in relation to the statement that the age management measures taken by the employers or management (in general) have a significant impact on keeping older people economically active and their decision to postpone their retirement (the average level of agreement was 3.49). In contrast, the employees strongly agree with the statement that in the majority of activities or professions there is an age limit above which an employee is too old to perform his or her work well. These two facts may indicate that older employees tend to lean more toward choosing the options for relatively early retirement than the options for extending their period of employment.

The same can be concluded from the results of the frequency distribution: the plurality of older employees (51 of the 103 that answered this question) believe that each employee should be able to independently decide on the manner and time of his or her retirement, whereas 47 believe that they do not need this option because they are planning to retire as soon as possible or immediately after they fulfil all necessary conditions.

At the same time, more than 50% of older employees (53 of the 105 that answered this question) believe that their welfare during retirement is highly questionable. Twenty-seven of them believe that an insufficient income (pension) will not enable them to lead a quality life in their old age, and 26 feel that it is highly unlikely that their pension will enable them to live a quality life in their old age. Twenty-eight employees (of the 109 participating in the study) do not have a clear idea about their welfare during retirement because they do not know what kind of pension they would receive if they retired (early).

With regard to the most appropriate retirement age, older employees have very different opinions. The frequency of answers shows that 29 (28.7%) respondents believe that age 58 is the most appropriate; 27 (26.7%) respondents believe that the appropriate age is reached at 55; whereas 23 (22.8%) respondents believe that the turning point is at 60. It is interesting that retiring after the age of 60 seems unacceptable to older Slovenian employees (in contrast to other, more developed European countries or even the US, where the employees think it is completely normal to work at least until they are 65). Apparently, Slovenians are more inclined toward early retirement<sup>5</sup>. Nevertheless, concerning the actual retirement decisions at the national level, Ahčan and Polanec (2008) found out, that the probability of retirement increases with social security wealth and decreases with net wages. Their results also imply that less educated persons, persons with greater private wealth, and persons entitled to severance payment are more likely to retire. The research done by Domadenik, Redek and Ograjenšek (2008) confirmed that especially education gained a signalling effect and people with higher education were more likely to be employed than people with lower educational attainment.

However – with the aim to suggest employers how to manage an ageing workforce – while they cannot fully control older workers' private wealth, educational attainment etc., it was reasonable to check the reasons dictating retirement, which are somehow connected to employer's efforts concerning the retention of older workers.

<sup>5</sup> According to international studies (e.g., Neagele, 2001) and the findings established in Slovenia, the following employees are more inclined to early retirement: (1) those with poorer health, (2) those working under more difficult conditions, (3) those performing non-prestigious professions, (4) those exposed to the risk of losing their jobs, (5) those with lower educational levels, (6) employees whose partners have already retired, and (7) those looking after older infirm relatives.

In analyzing the reasons dictating retirement (Table 3), the results showed that employees ascribe the greatest importance to the following reasons that encourage retirement: (1) more time to spend with their spouses or families; (2) health issues (chronic illnesses); (3) occupational stress; and (4) (early) retirement makes it possible to enjoy life while one is relatively young and in good shape.

Table 3: Reasons in favour of retirement and their significance

<i>Potential reasons encouraging (or dictating) retirement</i>		<i>Significance (weight) of individual reason (average values)</i>
1	Formal reasons: the Pension Act (I have fulfilled the legal requirements to retire).	3.52
2	(Early) retirement makes it possible to enjoy life while still relatively young and in good shape.	3.82
3	More free time to spend with one's spouse or family.	3.94
4	Opportunity to engage in volunteer (charity) activities (associations, clubs, etc.).	3.07
5	As a redundant worker, I have been offered early retirement.	3.11
6	The risk of losing my job.	3.64
7	Occupational stress.	3.85
8	The job is too demanding and responsible.	3.43
9	The work is physically too hard.	3.07
10	Being tired of working and desire for a change.	3.15
11	Outdated expertise and a lack of know-how for using new technologies (computers, etc.).	3.07
12	Retirement of my spouse.	3.06
13	Retirement of my closest co-worker.	2.26
14	Good financial support in old age (I don't need additional financial resources).	3.54
15	Career change (self-employment etc.).	2.51
16	Unwillingness of management to provide flexible forms of work (reducing the work load etc.).	3.46
17	No opportunity for development and advancement at work.	3.32
18	Health issues (chronic illnesses).	3.88
19	The illness of my spouse or relative.	3.49
20	I cannot work because I have to take care of an elderly relative.	3.06
21	Caring for grandchildren or children of other relatives.	2.81
22	Introduction of new technology and equipment to the work process (e.g., computers).	2.94

Source: author's research

The least important reasons include: (1) the retirement of the closest co-worker, (2) a career change (e.g., self-employment, etc.), (3) caring for one's grandchildren or

children of other relatives, and (4) the introduction of new technology and equipment to the work process (e.g., computers).

In determining the reasons for retirement or its potential encouraging factors, we checked whether these are divided into homogenous groups; for example, whether it is possible to distinguish between personal reasons (or “jump factors”) leading to retirement, external reasons (or “pull factors”), such as legal changes, and reasons coming from the employer (or “push factors”).

The *factor analysis* first showed that it makes sense to take into account one factor among the reasons (with a 41.5% of explained variance); this indicates that in terms of “retirement inclination,” older employees either respond to all the reasons or none at all (if they do not consider retirement and wish to remain employed). When a single factor was isolated, the factor matrix nonetheless showed that all the potential reasons had high coefficients. However, the coefficients were considerably lower for the reasons “(early) retirement makes it possible to enjoy life while still relatively young and in good shape” and “the Pension Act: I have fulfilled the legal requirements to retire.” This suggests that the reasons could be divided into “reasons connected with leisure time,” “legal reasons,” and “all the others.” This additionally confirms the explanation that some employees respond to retirement reasons and others do not respond at all because they have already decided on the issue.

On the basis of the factor matrix (Table 4), three factors were extracted; this showed that the reasons or motivations for retirement can be divided into the following three groups: (1) jump factors (which include various individual or external events, based on which an employee unexpectedly decides to retire), (2) push factors (factors that force or push employees out of employment), and (3) pull factors (factors that lure or pull the employees into retiring). The results of the factor analysis of the potential reasons for retirement after extracting these three factors are presented in Table 4.

Table 4: The results of the factor analysis of retirement reasons (rotated factor matrix)

Reasons of retirement	Factor		
	1	2	3
Formal reason: the Pension Act (I have fulfilled the legal requirements to retire).	.137	.288	.383
(Early) retirement makes it possible to enjoy life while still relatively young and in good shape.	.185	.042	.636
More free time to spend with one's spouse or family.	.164	.189	.866
Opportunity to engage in volunteer (charity) activities (associations, clubs, etc.).	.113	.385	.320
As a redundant worker, I have been offered early retirement.	.338	.584	.069
The risk of losing my job.	.113	.681	.168
Occupational stress.	.103	.703	.296
The job is too demanding and responsible.	.324	.712	.157
The work is physically too hard.	.504	.483	-.165
Being tired of working and desire for a change.	.555	.276	.240
Outdated expertise and a lack of know-how for using new technologies (computers, etc.).	.346	.634	.086
Retirement of my spouse.	.702	.128	.305
Retirement of my closest co-worker.	.642	.227	.051
Good financial support in old age (I don't need additional financial resources).	.471	.307	.404
Career change (self-employment etc.).	.636	.310	-.014
Unwillingness of management to provide flexible forms of work (reducing the work load etc.).	.683	.261	.145
No opportunity for development and advancement at work.	.419	.555	.062
Health issues (chronic illnesses).	.554	.466	.244
The illness of my spouse or relative.	.733	.276	.240
I cannot work because I have to take care of an elderly relative.	.749	.248	.145
Caring for grandchildren or children of other relatives.	.686	-.005	.312
Introduction of new technology and equipment to the work process (e.g., computers).	.589	.264	.190

Source: author's research

The following reasons are classified among the *jump factors*: (1) the introduction of new technology (e.g., the necessity of learning how to use a computer motivated many older employees to retire); (2) a (sudden) need to care for their grandchildren; (3) taking care of elderly relatives; (4) the illness of a spouse or relative; (5) health issues; (6) retirement of a spouse; (7) retirement of one's closest co-worker; (8) unwillingness of management to provide flexible forms of work; (9) career change; (10) sufficient financial support; (11) hard physical work; (12) being tired of working and desire for a change.

The *push factors* include the following: (1) occupational stress; (2) no opportunity for development and advancement at work; (3) outdated expertise and a lack of know-



how for using technologies; (4) the job is too demanding and responsible; (5) the risk of losing one's job; (6) being offered early retirement as a "redundant worker;" (7) opportunity to engage in volunteer (charity) activities (associations, clubs, etc.).

The *pull factors* (or the desire to enjoy life) are composed of the following reasons for retirement: (1) more free time to spend with the spouse or family; (2) (early) retirement makes possible enjoying life while still relatively young and in good shape; and (3) I have fulfilled the legal requirements to retire.

Before determining the connections between the reasons for being inclined towards retirement or extending the period of employment, and the susceptibility of older employees to the employer measures, let us look at the motivations for extending the period of employment and the employer measures that encourage the postponement of retirement (Table 5).

Table 5: Reasons in favour of (extending) the period of employment, and the level of their significance

<i>Potential reasons encouraging (or dictating) the extension of the employees' period of employment (influencing the postponed retirement)</i>		<i>Significance (weight) of individual reason (average values)</i>
1	Changes in the pension legislation (which encourage people to extend the period of their employment).	2.93
2	Improved financial situation in case of extending the period of employment (the pension would not provide for the same lifestyle as before the retirement).	3.60
3	Work ensures a higher pensionable earning.	3.51
4	I love my work (I find it interesting).	3.37
5	Work helps me stay active and in good shape.	3.47
6	Working is my lifestyle. I would feel lost and useless without my work (job).	3.11
7	I do not fulfil the retirement conditions.	3.41
8	My employer (superior) values my work and is persuading me to stay in my job.	3.02
9	Retiring at the same time as my spouse, who is currently still employed.	3.14
10	The provided flexibility of work allows a good combination of professional and personal life.	3.19
11	Maintaining social contacts and integration into social networks (socializing with colleagues).	3.08
12	Excellent atmosphere at work and good interpersonal relations.	3.44
13	The organization provides health benefits and pays additional health insurance costs.	3.20
14	Promotion prospects.	2.87
15	Completing projects I've already started.	2.79
16	Feeling well and quite healthy (my state of health allows me to extend the period of my employment).	3.64

Source: author's research

The average values of the significance or weight of individual reasons encouraging an extension of the employment period showed that the following reasons are the most important (Table 5): (1) feeling well and quite healthy (the employees' state of health allows them to extend the period of their employment); (2) improved financial situation in case of extending the period of employment (the pension would not provide for the same lifestyle as before retirement); and (3) working longer ensures a higher pension. These facts also confirm the hypothesis that extending the period of employment and increased (longer) inclusion of older people in the labour market is an important precondition for ensuring an individual's welfare during retirement. In this, it is also encouraging that the employees highly value the importance of the following reasons for extending their employment period: (1) work helps them stay active and in good shape, and (2) they love their work (find it interesting).

Similar to our study of retirement motivators, in studying the reasons for (or potential motivators of) extending the employment period, we were interested in whether they are divided into homogenous groups; for example, whether it is possible to distinguish between legal reasons for extending one's working life, individual reasons, and reasons coming from the employer. The *factor analysis* clearly demonstrated that only one factor is relevant (with more than 50% of explained variance; Table 6).

Table 6: Reasons in favour of (extending) the period of employment, the results of factor analysis

Factor	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	& of Variance	Cumulative %	Total	& of Variance	Cumulative %	Total	& of Variance	Cumulative %
1	8,516	53,228	53,228	8,140	50,877	50,877	3,653	22,826	22,826
2	1,116	6,976	60,204	,612	3,824	54,701	2,840	17,749	40,575
3	1,004	6,275	66,478	,532	3,324	58,025	2,792	17,450	58,025
4	,830	5,187	71,666						
5	,784	4,900	76,565						
6	,640	4,002	80,568						
7	,559	3,496	84,064						
8	,501	3,132	87,196						
9	,461	3,882	90,078						
10	,404	2,523	92,601						
11	,315	1,970	94,571						
12	,235	1,467	96,038						
13	,220	1,373	97,411						
14	,189	1,178	98,589						
15	,128	,803	99,392						
16	,097	,608	100,000						

Extraction Method: Principal Axis Factoring

Source: author's research

When a single factor was isolated, the factor matrix nonetheless showed that all the potential reasons had high coefficients. However, the coefficient was considerably lower with the reason "I do not fulfil the conditions for retirement." This suggests that the reasons can be divided into "legal reasons" and "all the others." A single factor explains the above-average inclination of some employees to extend their employment period, whereas others demonstrate below-average inclination. Thus, all of the reasons seem relevant to those inclined towards extending their employment period, whereas those not inclined towards extending their employment feel that none of the reasons are relevant.

When the inclination towards extended one's working life was calculated, we also verified whether this varies according to sex or the educational level of older employees. A T-test (used for testing gender-related differences) did not reveal any gender-related differences. The ANOVA test did not reveal any statistically significant connection between the inclination towards extending one's working life and educational level, although a slight (statistically insignificant) connection was identified between the educational level and the inclination towards extending one's working life. Following this, only two groups were formed according to educational level: employees with an education ranging from the lowest possible degree to a secondary-school degree (Group 0), and employees with a college or higher degree (Group 1). A T-test did not confirm any statistically significant differences between these two groups with regard to the inclination towards extending one's employment period. However, the correlation coefficients showed statistically significant connections between the level of education and the level of agreement with the following two statements: (1) Under appropriate payment and working conditions (e.g., shorter working hours, reduced workload, working hours adjusted to my schedule, etc.), I would be willing to extend the period of my employment above the allowed retirement age (a correlation coefficient of 0.253), and (2) at the age of 60, I will be able to do the same job I am doing now (a correlation coefficient of 0.443).

The following employer measures for encouraging extension of the employment period seem the most important to older employees (Table 7): (1) incentive payments (higher salary, benefits, etc.); (2) longer vacations, extended leave; (3) reduced physical load at work; (4) shorter working hours (with the same salary); (5) health and safety (medical check-ups, counselling, ensuring a healthy working environment).

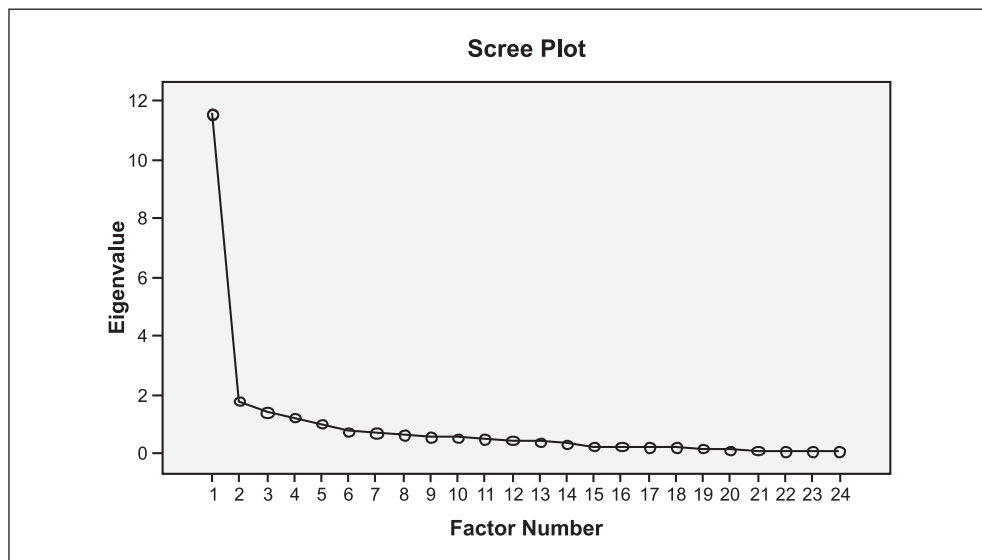
Table 7: Employer measures enabling extended working lives for older employees

<i>Employer measures encouraging and (or) enabling an extended period of employment (postponement of retirement)</i>		<i>Significance (weight) of individual measure (average values)</i>
1	Incentive payments: higher salary, benefits, etc.	4.09
2	Longer vacation, extended leave.	3.80
3	Prospects for additional unpaid leave/time-off.	3.09
4	Possible educational leave.	2.39
5	Shorter working hours (and the same salary).	3.65
6	Exceptions, exemption from working overtime (which only applies to older employees).	3.42
7	Possibility of avoiding shift work.	3.56
8	Reduced physical loads at work.	3.78
9	Reduced responsibility at work.	3.14
10	Opportunities for choosing or deciding on work tasks.	3.18
11	Opportunity to regulate work independently (deciding on the work tasks, breaks, work methods).	3.11
12	Reassignment to another position.	2.96
13	Assuming the role of a mentor to younger colleagues.	3.40
14	Flexible working hours (working hours of one's choice, concentrating work obligations on 4 days a week, etc.).	3.42
15	Flexible working environment: the opportunity to work at home.	3.03
16	Taking into account the needs of certain older employees to coordinate their jobs with their obligations to care for and tend their relatives, caring for their grandchildren, etc.	3.03
17	Contractual work combined with partial retirement.	3.31
18	Providing various opportunities for gradual retirement (gradual reduction of workload).	3.36
19	Establishing work teams with diverse age structures.	3.01
20	Developing a culture of a harmonious intergenerational coexistence.	3.43
21	Health and safety: medical check-ups, counselling, and ensuring a healthy working environment.	3.77
22	Exercise programs.	3.01
23	Adjustment of jobs and equipment.	3.61
24	Ongoing professional training and education.	3.25

Source: author's research

Similar to the retirement reasons and the motivators for extending one's employment period, a *factor analysis* was also conducted for employer measures. This time again, only one factor proved to be relevant, as expected (Figure 1). This again proves that the employee responds to all of the measures or none at all.

Figure 1: The results of factor analysis for employer measures for encouraging extension of the employment period (the constitution of 1 factor)



Source: author's research

If this time the excluded factor is referred to as “susceptibility to the employer measures,” it can be established that the susceptible employees are sensitive to all of the measures described, whereas the insusceptible ones are not at all swayed by any of the measures.

It can be concluded from the above that older employees can be divided into two groups, which was verified using a statistical method of organizing units into groups, otherwise known as *cluster analysis*. Its goal was to check whether there are any differences between the two employee groups with regard to retirement inclination – taking into account all the three factors (i.e., jump factors or external reasons; push factors or stress, strain, and uncertainty; and pull factors or the desire to enjoy one's free time) – inclination towards extending one's working life, and the employee's susceptibility to the employer measures.

A T-test confirmed that the two employee groups differ (with a statistically significant difference) in nearly all of the characteristics studied: the inclination towards retirement in terms of two factors (the jump factor or external reasons, and the push factor or stress, strain, and uncertainty), the inclination towards extending their working lives, and the susceptibility to the employer measures. Only in the pull factors (the desire to enjoy one's free time) there were no statistically significant differences between the two groups. *The cluster analysis thus confirmed the results of the factor analysis: there are in fact two groups of older employees, which can be*

*referred to as “susceptible” and “insusceptible” in terms of how the employer can affect their decisions.*

It also makes sense to examine whether the clusters differ significantly by age, sex, and education in order to define the characteristics of an individual cluster (i.e., which employees belong to which group). However, no characteristic differences were observed between the two groups in terms of age, sex, or education. This means that the employer cannot conclude in advance (based on the employee's characteristics) whether an employee belongs to the “susceptible” or “insusceptible” group, but must first establish to which cluster the employee belongs by using various methods (e.g., direct communication, mass surveys among older employees, etc.).

In addition to confirm or reject the hypothesis (claiming that the modern branch of management, i.e. age management, which is realized through the implementation of the strategy of an active ageing organizational model, has a positive impact on increased employment of the elderly) from the employees' perspective, we verified whether there is a connection between the inclination towards extending one's period of employment and the susceptibility to the employer measures.

Both the statistical (factor) analysis and cluster analysis, which were conducted as part of the quantitative study, and the analysis of qualitative interviews showed that some older employees are extremely eager to retire. They cannot be influenced by any employer measure. As a result of the cluster analysis, they were called “*the insusceptible*.” These employees have already decided to retire as soon as possible. In principle, we are not interested in them because extending the period of employment is not and cannot be a general trend; because of health and other reasons, many older employees cannot extend their working lives and it is thus prudent for them to retire.

Employers are interested primarily in those employees who are inclined towards extending their period of employment and represent labour potential. In order to test mentioned hypothesis, it is therefore reasonable to test the connection between the inclination towards extending one's employment period and the susceptibility to the employer measures that are supposed to enable (or encourage) employees to extend their periods of employment.

A regression analysis confirmed a statistically significant correlation between the inclination towards extending one's employment period and the susceptibility to the employer measures (a beta-coefficient of 0.643, in which the inclination is independent and the susceptibility a dependent variable). It can thus be concluded that, through age management measures, an employer has an impact on an extended employment period of older employees, which confirms the hypothesis that “the modern branch of management (i.e. age management), which is realized through the implementation of the strategy of an active ageing organizational model, has a positive impact on



increased employment of the elderly,” because it prompts and continues to encourage those employees who are inclined towards extending their working careers and who are most likely still able to work and postpone their retirement.

We also used a regression analysis to verify whether independent variables such as the sex, educational level, and age of older employees influence the dependent variable of “susceptibility to the employer measures.” In terms of age, one could conclude those younger employees (i.e., 50 years old or just over) and those around 60 year’s old display different levels of susceptibility to employer measures. Similarly, one could conclude that better-educated employees are more susceptible to these measures. However, this analysis (like the previously calculated correlation between sex, age, and educational levels, and the inclination towards extending one’s employment period) did not show any statistically significant correlation with the dependent variable for any of the independent variables.

This result is logical, however, because only one factor stood out among the employer measures, which means that an individual is either susceptible to many measures or none at all. However, an individual is inclined towards extending the period of his or her working life independent of the employer. It is encouraging and relevant that the results of the regression analysis showed a statistically dependent and strong correlation: that susceptibility to the employer measures depends on the inclination towards extending the period of employment and that therefore, the employer should develop age management measures because the employees inclined towards extending their employment period will respond to them.

At this point, it is relevant to add that the views of the employees at Trimo and Revoz regarding their inclination towards retiring and extending the period of their employment, and their susceptibility to the employer measures, did not differ<sup>6</sup>.

In order to be able to advise employers on which primary measures to develop and implement, we asked the employees – in addition to having them mark the listed employer measures (the level of their importance) that potentially encourage and enable a longer working life – to state their own conditions under which they would be willing to extend their working lives. Older employees were thus encouraged to discuss and propose which employer measures represent the most important motivating factors for postponing their retirement to them personally. The three most frequent answers were the following: (1) appropriate incentive payment; (2) the employer’s provision of health and safety measures (medical check-ups, programs at work that help prevent the development of occupational illnesses;

<sup>6</sup> In this regard, the question is whether the results would have been the same even if the sample of older employees had included employees of many various organizations. A comparison of the employees’ results according to the employer’s for-profit or not-for-profit orientation would also be interesting; this may be a good research challenge for future studies of this issue.

wellness and exercise programs, and so on); (3) assigning appropriate work, taking into account health issues, age, and ability to work (suitable working conditions, adjusted jobs and equipment; adjusted working hours, and so on).

At the same time, we studied in detail the reasons for retirement and the “motivators” for extending one’s employment period that older employees listed the most frequently. The most frequent among the retirement reasons were the following: (1) poor health, (2) occupational stress, (3) meeting the legal conditions for retirement, (4) enjoying life while still “young and healthy,” (5) more time for hobbies and other (new) activities, and (6) being tired of working. Among the factors encouraging a longer working life, the following answers were the most frequent: (1) income (a salary enables a better life than the considerably lower pension), (2) security during old age (increasing the pension amount), (3) good working atmosphere, (4) good shape and health that enable employees to continue working, (5) work means pleasure, (6) work makes it possible to stay in shape and lead an active life.

Based on the employees’ answers, one can conclude that the most frequently listed reasons for retirement are more or less independent of the employer (e.g., poor health – a “push factor,” the desire to enjoy one’s free time – “a pull factor,” etc.). This finding coincides with the results obtained in the cluster analysis; one can conclude that the group of the “unsusceptible” includes those older employees who, for various reasons (e.g., poor health), cannot afford to extend their working lives. Likewise, it does not make sense for the employers to deal with the “pull factors” (among which the factor analysis included the factors connected with the “desire to enjoy life”) because no differences in these factors were established between the susceptible and unsusceptible groups.

In contrast, many factors that encourage retirement could be classified among the jump factors, within which employers can influence the majority of leavers, such as stress reduction, providing a suitable job, enabling a balance between personal and professional lives (within the context of looking after elderly parents, caring for grandchildren, etc.), greater temporal and spatial flexibility in performing working tasks, and so on.

Employers have even more opportunities for influencing their employees to extend their periods of employment, especially in the sense of reducing the impact of push factors and certain jump factors that could encourage premature retirement or by organizing work and working hours as flexibly as possible in terms of the needs of older employees. It is especially worth taking into account that employees highly value good relations and a good working atmosphere, factors upon which the direct supervisors and human resource management have a generally significant impact.

Naturally, employees often answered the questions connected with extending their periods of employment with comments such as “I would not extend it under any

circumstance,” which also corresponds to the results of the factor analysis connected with the inclination towards extending the employment period and the susceptibility to the employer measures. Some employees are completely unsusceptible to these measures.

Opinions on which measures the employer should develop to promote extending the employment period overlap in many points between the employers and employees (as established in the qualitative part of the study). This is a good starting point for the mutual cooperation of both sides in developing age management measures in order to extend the working lives of older employees.

#### 4. Conclusions and implications

*The research results confirm the hypothesis* that “the modern branch of management (i.e. age management), has a positive impact on increased employment of the elderly,” because it prompts and continues to encourage those employees who are inclined towards extending their working careers and who are most likely still able to work and postpone their retirement. Equally, the results confirm the hypothesis that “extending the period of employment and increased (longer) inclusion of older people in the labour market is an important precondition for ensuring an individual’s welfare during retirement”. The research findings show, that some companies in Slovenia are introducing age management to better meet the specific needs of older workers and thus enable them to remain employable and able to perform well at the work place. However, the great majority of Slovenian employers do not see older employees as a good alternative to young employees, and they seem to be reluctant about retaining older employees. Obviously, they do not associate the cost-benefit analysis to be in favour of older workers.

Besides the great pool of measures that can be implemented by (Slovenian) employers, all the results of the research do represent a significant *contribution to economic science*, since the research can be deemed as a pioneer work in the age management field in Slovenia. Among the *fundamental results* that are new as a contribution to economic science we put out the finding that some older employees are extremely eager to retire. They cannot be influenced by any employer measure. These employees (called “*the unsusceptible*”) have already decided to retire as soon as possible. On the other hand, there are “*the susceptible*”, who are sensitive to employers’ measures aimed at prolonging their working lives.

The *limitations* of the research have two-fold nature. First limitations are connected with relatively low knowledge (be it in theory or in practice) concerning age management among both, Slovenian employers and employees. Thus, their answers, which afterward provided certain conclusions, could be more complex if all the

actors – involved in research – would feel more familiar with the research topic. Besides, stereotyping older workers (employers) and the “culture of early retirement” (employees) that is still very present in Slovenia should not be neglected, because both facts represent burdens, which certainly mean the limitations to research. Second limitations refer to relatively small sample (concerning older employees), since while the cluster analysis confirmed that there are in fact two groups of older employees, which can be referred to as “susceptible” and “insusceptible” in terms of how the employer can affect their decisions, it would also make sense to examine whether the clusters differ significantly by age, sex, and education in order to define the characteristics of an individual cluster (i.e., which employees belong to which group). A huge sample would probably provide the results that would define the characteristics of an individual cluster. However, this fact can be seen as a challenge for future research.

The research findings themselves are already suggesting many interesting *applications (directions) in future research* that can include either, orientation on employers or on employees. When focusing on Slovenian employers, there is a need for further investigations into possible measures that can be used by HRM to efficiently adapt to the ageing workforce, and simultaneously follow the basic principle of personnel economics, so that age management would work to older workers’ credit as well as it would work for the good of the company. It would be also beneficial if more enterprises (larger sample, perhaps including also non-profit organizations) will be involved in the quantitative part of analysis. Simultaneously, research should not neglect older employees and their needs (at workplace) that change with age. There is still a lot of empty space left for the research that would provide us with in-depth understanding of older workers decision making when they weigh whether “to stay” or “to go”. From the older employees’ perspective, more research, which would focus on additional social characteristics of the workers, as well as on potential benefits of longer working life for well-being in later phase of life (ex. avoiding social isolation and dislocation), is urgently needed.

When implementing different age management measures, the emphasize should be on relevant (popular) HRM approaches, policies and instruments which would enable the suitable workplace conditions that adopt to older workers’ special needs. At the same time, the measures should build on intense intrinsic motivation among employees to freely and consciously choose to stay professionally active. In short, from the viewpoint of older employees, staying active should be more attractive than getting retired.

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## Menadžment starosti u slovenskim poduzećima: aspekt starijih zaposlenika

Jana Žnidaršič<sup>1</sup>

### Sažetak

Osnovni cilj ovoga rada je istražiti menadžment starosti u slovenskim poduzećima iz pozicije starijih zaposlenika kako bi se ustanovilo što može utjecati na starije zaposlenike kod njihova odlučivanja "trebam li ostati ili otići". Metodologija istraživanja temelji se na mješovitoj strategiji pretraživanja poduzeća (zaposlenika), što znači da su se istovremeno izvodili kvantitativni (faktorska analiza, analiza klastera, analiza korelacije, regresijska analiza, deskriptivne statistike i frekventne distribucije) i kvalitativni (analiza dubinskih intervjua) dio pretrage. Rezultati istraživanja pokazuju da postoje dvije grupe starijih zaposlenika, koje možemo nazvati kao "dojmljive" (podložne utjecaju) i kao "nedojmljive" (nepodložne utjecaju) s obzirom na činjenicu, koliko može poslodavac utjecati na njihove odluke. "Nedojmljivi" su već odlučili, da će ići u mirovinu čim se pruži prva prilika i na njih se ne može utjecati poduzimanjem bilo kakvih mjera. S druge strane postoje "dojmljivi", koji su osjetljivi na mjere poslodavaca koje ciljaju na prolongiranje radnoga vijeka. Osim toga, regresijska analiza potvrdila je statistički signifikantnu korelaciju između sklonosti prolongiranja radnog vijeka i spremnosti prihvaćanja mjera HRM-a. Može se izvesti zaključak, da preko mjera age menadžmenta, poslodavac ima snažan utjecaj na prolongiranje radnoga vijeka starijih zaposlenih. Kako god, HRM treba usmjeriti interes primarno na one starije zaposlene, koji žele prolongirati radni vijek, te koji su još sposobni za rad i predstavljaju radni potencijal.

**Ključne riječi:** starenje radne snage, zadržavanje starijih radnika u radnoj aktivnosti, koncept aktivnog starenja, HRM, menadžment starosti, Slovenija

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<sup>1</sup> Docentica, Sveučilište u Ljubljani, Ekonomski fakultet, Katedra za menadžment i organizaciju, Kardeljeva Ploščad 17, 1000 Ljubljana, Slovenija. Znanstveni interes: menadžment, upravljanje ljudskim potencijalima, menadžment starosti. Tel.: ++386 1 5892 795, ++386 1 5892 400. Fax: ++386 1 5892 698. Mobitel: ++386 41 284 737. E-mail: jana.znidarsic@ef.uni-lj.si. Osobna web stranica: <http://www.ef.uni-lj.si/pedagogi/pedagog.asp?id=356>

